

047 - MARSHAL

Operational Summary

Mission:

The mission of the Marshal's Department is to protect and to serve the judiciary and the public by ensuring a safe environment in the Superior Courts of Orange County. All orders of the Court shall be served and enforced with a commitment to providing those services in the most efficient, courteous, and cost-effective manner.

Strategic Goals:

- Provide a safe environment and effective security services in and for Orange County courts.
- Provide effective warrant enforcement.
- Provide cost effective and efficient civil processing.

Key Outcome Measures:

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
PERCENT OF JUDGES WHO ARE SATISFIED W/ MARSHAL SERVICES IN AND FOR OC COURTS. What: A measure of meeting the goal of safe and effective court services. Why: Ensure service delivery meets expectations of judiciary.	Publish results of client survey. Expand in-house security training videos. Integrate PIP and MPP programs. Expand data systems integration/data sharing. Implement 800 MHz capabilities, all Marshal locations.	Increase # of satisfied judges overall. Increase # of satisfied judges with personnel performance. Increase # judges satisfied with communications. Increase # judges satisfied with security overall.	The first judicial survey has been received and analyzed.
COST PER BENCH POSITION FOR MARSHAL SERVICES. What: A measure of meeting the goal of safe and effective court services. Why: Ensure allocation of financial resources is effective.	Seek cost reduction opportunities. Continue operational flexibility measures that reduce expenses. Use of lesser classifications. Use of extra-help employees.	Reduce costs overall.	Six deputies replaced by six CSOs in FY 2000.
NUMBER OF CONFISCATED WEAPONS AND DEVICES IN COURTHOUSES. What: A measure of meeting the goal of safe and effective court services. Why: Ensure a safe environment for court employees & visitors.	Outlying courthouse weapons screening.	Implement screening at each courthouse as the State is able to fund. Reduce type of dangerous items confiscated annually.	Two of six facilities have weapon screening: 12,558 weapons confiscated.

At a Glance:

Total FY 1999-00 Actual Expenditure + Encumbrance:	34,822,303
Total Final FY 2000-01 Budget:	36,238,762
Percent of County General Fund:	1.76%
Total Employees:	464.00

Key Outcome Measures: (Continued)

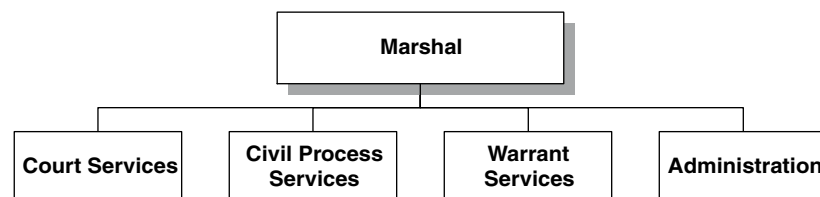
Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
NUMBER OF PRISONERS PROCESSED BY FACILITY. What: A measure of meeting the goal of safe and effective court services. Why: Ensure resources deployed to safely handle prisoners.	Needs Assessment Evaluation - Facilities. Complete A&I Marshal facility needs. Improve detention facilities & deputy areas, implement health recommendations. Implement Grand Jury recommendations. Request funds for A&I deferred maintenance issues.	Assess # of prisoners safely maintained at each facility. Reduce # of deferred maintenance projects and external recommendations.	Maintaining all prisoners put in our custody; improving facilities as funding allows. Prisoners: 1999 = 118,991; 1998 = 131,760.
PERCENT OF ASSIGNED WARRANTS THAT ARE CLEARED. What: A measure of meeting the goal to provide effective warrant enforcement. Why: Due diligence indicator of crime intervention.	Training resources expansion. Expand use / maximize in-house trainer program. Integrate PIP and MPP programs and procedures. Establish employee goals and monitoring. Reduce Investigator Office/ Other hours.	Increase field investigator skill sets. Increase field time.	Of 91,351 warrants active for field service in 1999, 21,925 were cleared.
PERCENT OF WARRANTS RECEIVED IN BACKLOGGED STATUS OR NOT WORKED. What: A measure of meeting the goal to provide effective warrant services. Why: Efficient and expeditious handling of warrants of arrest.	Expand data systems integration / data sharing. Data Systems to commence bridge systems development.	Reduce warrant backlog through improved technology.	31,878 warrants in holdover in 1998 reduced to 31,534 in 1999.
NUMBER OF CIVIL CASES PROCESSED AND TOTAL FEES COLLECTED. What: A measure of meeting the goal to provide cost effective and efficient civil processing. Why: Evaluates marketing to show services & gain more revenue.	Maintain high client satisfaction. Add client focused website pages. Implement new civil process system. Prepare marketing plan for civil processing system. Expand data systems data sharing. Commence bridge systems development.	Increase number of cases recorded and increase revenue collected.	58,705 cases received in 98-99, \$1.7 million in fees collected. Revenue was below anticipated, technology development continues through the steering committee.
PERCENT OF PROCESS SERVED. What: A measure of meeting the goal to provide cost effective and efficient civil processing. Why: Indicates progress toward gaining larger market share.	Training resources expansion. Expand use/maximize in-house trainer program. Maintain high levels of client satisfaction. Effectiveness evaluation: civil systems client surveys.	Maintain high level of service satisfaction and effective follow-up.	78% cases to field served in 1998; 79% in 1999. Objective is to serve 80% of cases.

Fiscal Year 1999-00 Key Project Accomplishments:

- Civil Processing - By late 1999, the Department was well on its way to launching a customized application for civil processing known as the Marshal's Automated Civil System (MACS). The system will allow simpler and faster data entry and retrieval of case information. Costs will be reduced by approximately \$120,000 through less reliance on County data center support and maintenance inherent in the former system.

- Peace Officer Training - POST (Peace Officer Standardized Training) satellite programs have been successfully transmitted and became part of a valuable tape library available to all Marshal personnel. In order to maintain their Penal Code 830.1 peace officer status, deputies must complete a predetermined number of hours in training each year. These satellite transmissions provide a less costly alternative for some of the mandatory training requirements.
- Americans With Disabilities Act (ADA) Modifications - Retrofitting of the Marshal's West Justice Center public counter was completed, meeting standards required by the ADA.
- Harbor Bus Bay - Work was commenced on the Bus Bay at the Harbor Justice Center, targeted for completion in May, 2000. It will provide additional safeguards against the potential escape of criminals during the loading and unloading of inmates.
- Video Arraignments - This program saves costs over alternative means of transporting inmates to County courthouses for the purpose of arraignment, and reduces the potential need for detention facilities expansion. The Courts maintain records on video arraignments and the Department utilizes this data to evaluate the effectiveness of service delivery.
- Court Services Officers (CSO) - During 1999, the Department continued to work with the Courts in providing lower cost service alternatives where possible. As a result of placing several CSOs as bailiffs where non-criminal cases allowed that discretion, the County realized lower expenses than it had appropriated in the budget and the Courts realized a lower cost of service. The department continues to strive toward reducing costs where security issues are not compromised.
- Display of Marshal History - A team of Marshal staff members researched the history of the Marshal's Department and gathered memorabilia to create an attractive display case. The Department was invited to display these materials at the Old County Courthouse garnering favorable reviews by the Museum Curator and public. Depending on the County's space availability, this is part of a permanent collection that can now rotate to different sites and provide an educational and public affairs opportunity for the County.
- Internet Service Delivery - The Marshal's web site continues to add new content to its pages. The Department added sections for job interests, History of the Marshal's Department, and other features that have steadily increased the number of "hits" the site is receiving nationwide.
- Most Wanted Cable program - 1999 saw the Department team with Comcast Cable Television Network in launching a regular program on public access profiling subjects wanted on outstanding arrest warrants.

Organizational Summary



MARSHAL COURT SERVICES - Court Services: One of the primary responsibilities of the Marshal's Department is security of the Courts. Courtroom security is achieved by Deputies and Court Services Officers (CSOs) assigned to bailiff the courtrooms. Bailiffs maintain and preserve order in the courtrooms, ensure proper decorum by remaining ready to meet and control unusual situations, and act to protect

judges, witnesses, defendants, and other members of the courtroom staff from harm. Additionally, bailiffs sequester juries during deliberations, provide information to Court clientele, schedule the arrival and departure of prisoners, and maintain custody of prisoners who have matters scheduled in their courtrooms. At the Lamoreaux Justice Center and the Central Justice Center, CSO security personnel patrol

courthouse hallways and operate airport-style screening for the purpose of weapons interdiction. CSOs also staff the 24-hour Security Desk in the Santa Ana courthouse. Each of the aforementioned Court services is funded through Trial Court Funding.

Detention: Augmenting the bailiffs are the deputies responsible for the transporting and guarding of prisoners while at Court. Their duties include the operation of the court holding cells, booking defendants ordered into custody from the courtrooms, and standing guard while high-risk trials are in progress. Approximately 120,000 adult prisoners are processed in the Orange County Courts each year. Temporary holding functions, unlike 24 hour jail functions are allowed under Rule 810 and the costs therefore are reimbursed by Trial Court Funding.

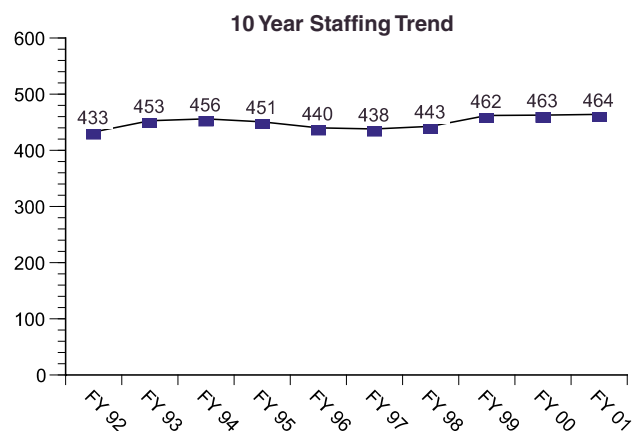
MARSHAL CIVIL PROCESS SERVICES - An important duty performed by Deputies, civilian technicians, and clerical support personnel in this area is the service of civil process. These employees have the responsibility for serving and enforcing the subpoenas, orders, notices, summonses, and other process of the Court. Civil field deputies seize property under Court order, sell property seized to satisfy judgments, and enforce orders to evict tenants. Civil service revenue has declined by about \$100,000 annually for the last two years and the Department expects this trend to continue for calendar year 2000 with approximately \$1.6 Million in civil fees collected. The Department is actively engaged in technical reviews and marketing plans that have the potential to reduce costs of operation and enhance the revenue-generating capacity of this service. These complementary goals will also provide a platform upon which an integrated network of user-friendly data gathering services may be expanded and connected with the Superior Court's system to track a case from start to finish.

MARSHAL WARRANT SERVICES - The Marshal is responsible for the service of felony and misdemeanor warrants of arrest. The investigators who serve them are front line peace officers. The Marshal's Department expects to receive almost 70,000 warrants during the Year 2000. While misdemeanor warrants issued to the Marshal's Department have decreased in recent years, labor intensive felony warrants have increased. The Marshal's aggressive warrant enforcement program helps ensure compliance with the legal requirements for due diligence, and serves as a deterrent for defendants that might otherwise have ignored Court orders.

MARSHAL ADMINISTRATION - Administration includes a) executive management, comprising a Command Staff composed of the Marshal, an Assistant Marshal and two Captains; and b) administrative staff including Human Resources, Fiscal/Payroll, Purchasing, Data Systems, Training and Backgrounds that support all activities of the Department.

MARSHAL EXECUTIVE MANAGEMENT - Refer to Marshal Administration above.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Marshal's Department was commended in a 1993 CAO/Marshal operational review for being at the cutting edge of innovation for having implemented cost cutting programs such as:
- Using Civilian Marshal Technicians in service of civil process.
- Using Court Services Officers (CSOs) instead of deputies in civil calendars.
- Use of CSOs to operate security screening.
- Use of retirees and extra help deputies as alternatives to full-time positions.
- Prioritization and service methods for warrants.
- Since this 1993 report, the Marshal's Department has continued to reduce costs through reducing overtime and either civilianizing or reclassifying positions where appropriate. In spite of these reductions, the Department maintained an acceptable level of service in all mandated programs.

- The Department has civilianized its training section and has eliminated full-time staffing for background investigations by assigning extra help deputies to this function.
- The employee count reflects no growth from 1999 to 2000, since a mid-year adjustment increased authorized staffing level during 1999 to 464.

The Marshal's Department is using creative resources to populate the data in the Business Plan and ensuring that all employees take part in its development. Copies of the Business Plan will be provided to each employee. These measures will ensure that PIP, MPP, and the Business Plan continually align with the Department's mission and goals.

Changes Included in the Recommended Base Budget:

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Marshal's Department fully embraces the County's employee incentive program. These programs are commonly referred to as PIP (Performance Incentive Program) and MPP (Management Performance Plan). These complementary incentive plans are designed to integrate the Business Plan with the individual performance goals that employees set during annual reviews.

By Board of Supervisors action, the Marshal's Department was merged with the Sheriff's Department effective 7/1/00 and budget unit 047 was transferred to the Sheriff's oversight. All of the services formerly provided by the Marshal are now provided by Sheriff Court Operations. All references to the Marshal or Marshal's Department in the following narrative now refer to the Sheriff or Sheriff Court Operations. The merger produced general fund savings of \$1.3 million in the first year as a result of the deletion of 20 support positions. An additional \$1.1 million will be transferred from 047 to 060 as a result of the transfer of 21 positions to non-court support roles in the Sheriff's Department. The position and appropriations adjustments will be made during the first quarter budget report to the Board in November 2000. The appropriations shown here for 047 do not reflect those adjustments.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Civil Process Services	Candidate System Completion (No Net County Cost)	This will guarantee seed money for post-merger project work.	047-002
Amount: \$ 200,000			

Final Budget and History:

Sources and Uses	FY 1998-99 Actual Exp/Rev ⁽¹⁾	FY 1999-00 Final Budget	FY 1999-00 Actual Exp/Rev ⁽¹⁾	FY 2000-01 Final Budget	Change from FY 99-00 Actual	
					Amount	Percent
Total Positions	N/A	463	N/A	464	464	N/A
Total Revenues	24,064,790	25,678,391	25,325,830	27,493,226	2,167,396	8.56
Total Requirements	32,746,715	34,380,482	34,895,234	36,238,762	1,343,528	3.85
Net County Cost	8,681,925	8,702,091	9,569,404	8,745,536	(823,868)	-8.61

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 1999-00 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: MARSHAL in the Appendix on page 395.

Highlights of Key Trends:

- The Marshal continues to implement its strategic plan for automation. The Marshal Civil Process system

(MACS) is intended to replace dependencies on County systems while providing a Graphical User Interface (GUI)-based platform that is more user-friendly and

cost effective. Customized applications in this new system have licensing capability for future growth and marketing opportunities. The Marshal Accounting Payroll and Personnel System (MAPPS) will enter Phase I review in the Year 2000. The Marshal has expanded the Department's Internet site to provide more services to site visitors. The Department has also developed and will be expanding an Intranet site with connectivity to the County site.

- The Central Justice Center Annex (a remodeled Federal facility) is expected to open by Spring 2000; it will house five new courtrooms.
- The Marshal's Department is committed to exploring new and innovative ways to efficiently and cost-effectively serve the judiciary and the public of Orange County. By providing copies of the business plan to all Marshal's personnel, it is the Department's goal to ensure that each member is committed personally to enhance the services we provide.

Budget Units Under Agency Control

No.	Agency Name	Marshal Court Services	Marshal Civil Process Services	Marshal Warrant Services	Marshal Administration	Marshal Executive Management	Total
047	Marshal	24,509,904	5,165,298	3,276,356	2,994,902	292,302	36,238,762
	Total	24,509,904	5,165,298	3,276,356	2,994,902	292,302	36,238,762